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ABSTRACT

Designed as a guide for public library administrators and personnel, the document suggests ways to recruit new library users from the disadvantaged adult population. Libraries interested in recruitment are assumed to already have materials for the disadvantaged that include easy to read adult content materials, audio-visuals, out reach services, and dialogue with community organizations. The guide is divided into the following parts: (1) Recruiting the Disadvantaged discusses the varying needs of sub-groups within the disadvantaged population and effective ways of approaching each group, (2) Ways of Recruiting explores methods in which the library uses direct contact with the disadvantaged as well as working through community organizations, (3) Recruiting Disadvantaged Adults: Some Suggestions For Interagency Cooperation explores ways the library can work with agencies and organizations, and (4) Suggested Readings lists 43 titles. The handbook is based on the assumptions that undereducated adults, those over 16 without a high school diploma, need information and services to help solve daily problems which the public library can provide, and the subsequent expansions of materials and services aimed at this group would be useful to other adults as well. (IH)

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LIBRARY SERVICE GUIDES

Appalachian Adult Education Center

RECRUITING DISADVANTAGED ADULTS

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APPALACHIAN ADULT EDUCATION CENTER

Public Library Training Institutes
Library Service Guide No. 12

RECRUITING DISADVANTAGED ADULTS

by

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Appalachian Adult Education Center
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Morehead, Kentucky
May, 1975

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Preface

This guide is one of a series on library services to disadvantaged adults. The purpose of the series is to explore alternative ways public libraries can expand services to this special group.

Each guide attempts to recognize the differences among public library budgets, staff size and training, and the differences among the communities libraries serve. Each guide deals with a particular service and, where possible, suggests several alternative ways the library can provide that service to disadvantaged adults. The library, then, can and should further adapt the suggestions to fit the resources and needs of its local community.

The guides combine (1) a thorough search of the library literature; (2) the knowledge of professional librarians, who wrote many of the guides and evaluated the entire series; and (3) the experience of the Appalachian Adult Education Center (AAEC) in designing interagency educational programs for disadvantaged adults.

The AAEC has worked with state, regional, and local public libraries in seven states in projects funded by the Bureau of Libraries and Learning Resources of the U.S. Office of Education. In one project, four urban and three rural centers demonstrated ways public libraries and adult basic education programs could improve their services to disadvantaged adults by coordinating efforts in reader guidance, recruitment, library orientation, community referral, and in the selection, use, and delivery of materials. The AAEC also conducted institutes in local public libraries in seven states in designing and implementing library services for disadvantaged adults.

Work on those and other projects led to three conclusions, upon which the guides are based: (1) that undereducated adults need information and services to help solve problems; (2) that the public library can meet those needs through adjustments in procedures and interagency cooperation; and (3) that the materials and services required for disadvantaged adults are useful and useable to all adults.

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INTRODUCTION

This guide is about recruiting new library users, about reaching those groups of people in the community who are not regular library users, but who need library materials and services for getting information and continuing education.

It is not a coincidence that the people in most communities who are not library users are the community's disadvantaged. The disadvantaged have not been library users because traditionally they have not felt that the library offered anything for them, and in far too many cases they were correct. But most public libraries are expanding their services to meet the needs of more people in the community, with outreach services, special in-house services, and materials selected with varying reading levels and interests in mind. As libraries expand their services to the disadvantaged, reaching out to the community in new ways, new ways of recruiting are necessary, too. This guide suggests some of the ways the public library can recruit disadvantaged adults.

This guide assumes that the library does have services and materials for disadvantaged adults: easy to read adult content materials, audio-visuals, outreach services to disadvantaged neighborhoods, and dialogue and cooperation with other community

organizations which are also serving the disadvantaged. Recruiting disadvantaged adults if you really have nothing to offer is worse than not recruiting at all.

Why Recruit New Publics?

Recruitment campaigns benefit the library as well as those the library serves. Effective recruitment campaigns increase the number of library users, and make the library and its services more visible to the community. But more important, recruitment of the disadvantaged enables the library to meet some of the most pressing community needs– the information and service needs of the area's disadvantaged and undereducated adults.

The AALC defines "undereducated" as adults over sixteen who have not finished high school. Studies are showing that the equivalent of a high school education is necessary for effective functioning–including effective information seeking–in our society. But census records show that more than 54 million adults in this country have not finished high school. Many of these undereducated adults are also the economically deprived. Among the few educational and training opportunities open to undereducated adults is the public library.

What Can the Library Do?

The undereducated, or disadvantaged, are obviously those who are most in need of information. Yet they are also those who are generally not users of educational facilities such as libraries. For reasons related to poverty, the undereducated are unable to use alternative ways of getting information. They cannot afford to buy the information they need, they lack the transportation or the energy to search for information, they do not know where to look, and in most cases, they do not know what to look for. For the poor, the public library represents a potential–but untapped–source of information and continuing education.

For public libraries this means:

- a commitment to expanding services for disadvantaged adults
- new or reorganized facilities and materials
- staff training
- links with other agencies
- expanded recruitment to reach the disadvantaged

Recruitment, a Tough Job

Recruitment is always a tough job. No single method works best everywhere. An eclectic approach, using as many methods as possible, is probably the best, knowing that each of those methods will work with varying degrees of effectiveness.

The library's recruitment plan must be flexible, ready to change techniques to serve varying groups of people and changing community needs. Traditional methods of recruitment (brochures, radio spots, posters) are important, but only as reinforcers for the non-traditional approaches required by the disadvantaged.

Recruitment should never really stop. Even with a successful recruitment campaign, participation by the disadvantaged tends to be sporadic, often varying with outside factors that don't have anything to do with the quality of service you are providing. Recruitment must be continuous.

This guide suggests many ways the library can recruit disadvantaged adults. It offers many alternatives from which the library can choose, given its community, its needs, and its own resources. Although many alternatives are offered, the recommendations of the author, based upon experience, are for (1) *varying messages to reach varying groups;* (2) *interagency cooperation in recruitment and services;* (3) *a combination of personal recruiters and media recruiting;* and (4) *specialized services and materials that do meet the needs of the people you are trying to recruit.*

Although this guide is addressed to public library efforts to recruit disadvantaged adults, the information and suggestions it offers can also be applied to recruitment efforts in adult education, community education, and in the recruitment efforts of other agencies and institutions concerned with services to this special group.

The guide is divided into the following parts: (1) *recruiting the disadvantaged*—a look at the varying needs of sub-groups within the disadvantaged population; (2) *ways of recruiting*—ideas for getting your message across; (3) *recruiting disadvantaged adults: some suggestions for interagency cooperation;* and (4) *suggested readings.*

RECRUITING THE DISADVANTAGED

Recognizing Differences

Recruitment campaigns must recognize the differences among groups of people if they are to reach them. While generalizations do tend toward stereotypes, they are necessary in planning services for varying groups of people.

This guide offers some generalizations about several different groups of disadvantaged adults, and suggests the implications of those generalizations for effective recruitment. The AAEC finds it useful in planning services for groups of disadvantaged adults, to draw generalizations in two ways: (1) by degree of disadvantagement, and (2) by geographic, cultural, and physical characteristics.

The AAEC has observed four distinct service groups among the millions of disadvantaged adults in the United States. The differences among these groups—differences caused by varying degrees of disadvantagement—call for differences in ways of recruiting.

Group 1: Secure, Self-directed

Many adults who have not completed high school are nevertheless both economically and personally secure. They believe in education and in public services such as libraries. If they know that services exist, they will seek them out.

Group 1 people are easily recruited through the use of traditional promotion and publicity such as the media. Recruiting messages to Group 1, and to all groups of disadvantaged adults, should relate the benefits of the services to everyday life.

Group 2: Time Problems

Group 2 people do suffer from undereducation and underemployment, but they too believe in the value of services and are willing to use them. But any service that has rigid hours is unuseable to them because of conflicts with work and family responsibilities.

People in Group 2 can be recruited through the media in traditional ways if the services offered are flexible in time and content and if that flexibility is advertised in the recruitment message.

Group 3: One to One

Group 3 people are those who are sporadically employed or severely underemployed and far from the mastery of basic skills. They still believe in returns from public services, but they do need the individualization of services.

Group 3 can be recruited only through one-to-one recruitment, either door to door or through agency referrals. For Group 3, libraries must:

- *link with agencies that provide individualized services for disadvantaged adults;*
- *develop easy to read recruitment materials to be personally delivered and explained;*
- *develop media campaigns to lend credibility to the personal recruiters;*
- *emphasize in publicity and personal contacts what library services can do for people;*
- *get out into the community to talk with people about the library and their needs*

Group 4: the Stationary Poor

Group 4 is the smallest group, but it is also the group with the greatest need. They do not believe they have any control over their lives, and they pass on that hopelessness to their children. They must spend all their energy on getting along from day to day. They are the unemployed and unemployable.

Both groups 3 and 4 tend to get most of their information from people they know. They use the media, but generally only for entertainment, not for getting information.

As with Group 3, puplic libraries need to link with agencies that do provide services that go to the homes of the clients to serve Group 4. Public library and agency representatives can work together to help their clients learn to interpret problems as information needs, and to use the public library as a source of information.

Geographic, Cultural, and Physical Characteristics

Geographic, cultural, and physical differences among groups of people also call for differences in ways libraries must recruit those groups.

One factor that libraries must consider, for example, is the difference in the use of language. Some Appalachian dialects and the language of urban Blacks differ significantly from standard English. Effective recruitment messages must speak the language of their target group, and once recruitment is successful, the library's ways of providing information must continue to consider differences in language.

This section looks at some of the differing needs of people with different kinds of characteristics. Appalachians, Blacks, the Spanish-speaking, and the blind and the deaf represent some of the larger groups.

Appalachians

Many rural inhabitants of the Appalachian mountains are information poor, victims of undereducation as well as economic deprivation. As with other disadvantaged groups, rural Appalachians tend to be suspicious of unfamiliar sources of information, and depend almost entirely on people they know for the little information they are able to get. The library is little thought of as a source of everyday information.

In one study the AAEC developed a multi-media recruitment kit for adult basic education programs, and tested the kit in 400 counties in Appalachia. The results showed that adults are seldom recruited by the media only. Most respondents indicated that the media had been one of their sources of information, but eighty percent said that a *personal contact* had also played an important role in their being recruited.

Recruitment in rural Appalachia should consider using trained, indigenous recruiters, both paid and volunteer, and preferably new library users themselves. Recruitment through the media can be added as resources permit. Personal contact and the media should be used together. Each reinforces and legitimatizes the other.

	In recruiting in rural areas, the library should use as many other resources as possible to help spread the word: social service agencies, community centers, churches, schools, extension workers, adult basic education programs, sports events, and county fairs.
Blacks	Low income Americans—both Black and White—differ from the general population in their use of media. Low income Blacks use the media for entertainment, but for information, they, like Appalachians, are most inclined to turn to personal channels. *Recruitment of Blacks should employ personal recruiters, indigenous to the Black community, supported by media messages aimed at Black audiences.*
Spanish-speaking	Language is a constant barrier to communication and information-getting for Spanish-speaking Americans, a barrier that creates fear, apprehension, suspicion, and isolation. *Consider messages in foreign languages, using TV and radio as well as print. Field test your recruitment message with a sample target audience. Personal recruitment in the barrios requires a man and a woman recruiting together. Both should be bilingual and indigenous to the community.*
Migrant Workers	Little is known about information seeking among migrant workers, although their needs for information and their limited ways of getting it are obvious. Migrant workers are a minority within minorities. Persons who enter migratory work are generally from low-income, undereducated minorities whose skills and life preparation are too limited for even moderate success elsewhere. Their mobility and alienation prohibit continuous communication with community services. *Contacts with migrant workers require personal intervention—in the fields or wherever migrant persons gather. Local seasonal employment centers can be a starting point for recruitment. Recruitment efforts and services must go to the fields during breaks or to the homes in the evenings.*
The Aging	Aging is a different kind of disadvantagement—often bringing economic, social, educational, and psychological disadvantagements as well as physical ones. Communication systems become increasingly limited for the aging person, resulting in fewer and fewer ways of getting information.

	As aging adults disengage from the social world, they become more reliant on the mass media. Newspapers become increasingly important, but failing eyesight may inhibit their use. Physical disabilities may require new patterns of information seeking—telephones, large print, audio recordings, sound boosters. New information needs arise: nutrition on a limited budget, health care, nursing care, inexpensive housing, taxes, living alone, use of leisure time, finding needed services, transportation. The aging adult is forced to rely more and more on public services and programs for support. *Aging people living together in institutions and special communities for the aging are easy to find and serve. But more older people live alone or with families than live in institutions, and these will be more difficult to reach and to serve. Printed publicity should be easy to read and in large print. Specialized equipment—sound, print, media—might be borrowed to increase recruitment to library services. Social workers and others (such as meals on wheels volunteers who visit the aging) can help with library recruitment and with the delivery of library services.*		
The Incarcerated	The information needs of prisoners are not unlike those of the general population, with two important exceptions: (1) the prisoner's access to the information and communications in the outside world is denied by the institution, and (2) she/he has special needs for legal and civil rights information. *Legal information and information on educational and training opportunities are potential information areas which the library should advertise to prisoners in its recruitment efforts.*	**Mental Institutions**	Treatment for mental patients often includes bibliotherapy, materials for meeting individual information needs and helping to solve individual problems. Because of the diversity of patient problems and treatments, the institution's library resources are not always enough. (An AAEC library project in Alabama and others have shown the potentials for public library services to the recovering mental patient.) *Contact hospital authorities and doctors about potential library services for patients. Work with the institution to plan for prescribing library materials and designing delivery systems, services, and programs. Plan recruitment efforts and reading materials in places where patients are likely to be spending their time, such as waiting rooms or corridors.*

The Blind or Deaf	The information needs of the blind or deaf are not unlike those of other adults, although in some cases, the disadvantagement of deafness or blindness may have impaired educational development. *Ask the local office of the Vocational Rehabilitation Administration for the names of the deaf persons in your area. Contact the National Association for the Deaf, 2025 Eye Street, NW, Suite 318, Washington, DC. Contact the local organization for the deaf. Determine the needs and interests of the deaf adult population in your service area. Find volunteers to serve the deaf in your library. Advertise whatever special materials or services you have for the blind or deaf.*		

WAYS OF RECRUITING

This section gives more ideas for recruiting the disadvantaged. The methods are really of two types: (1) methods in which the library comes into direct contact with disadvantaged adults; and (2) those in which the library works with and through other community personnel who have direct contact with disadvantaged adults. Both types of recruitment are necessary, just as both media recruitment and personal recruitment are necessary.

Consider the options available in your community and with your library's resources, and choose from among the suggestions those that you believe would work best in your community.

Brochures

Paper and printing are expensive, so libraries with limited budgets may want to do as much of the preparation and printing as possible by themselves.

Press-on letters come in various type faces and sizes. They are easy to find, easy to use, inexpensive, and attention-getting.

Printing

Most libraries have some kind of reproduction equipment. Check the equipment manual or contact the manufacturer or salesman for instructions on using your copier for

producing large numbers of materials. You may be able to reproduce recruitment materials on the equipment you have now.

Check the possibilities of other agencies, businesses, and industries helping you in producing your brochures. Most vocational schools have print shops for training young people in the trade. They may be willing to reproduce your brochure for the cost of the materials. Make your contacts early. Your printers will have to fit your brochure into their schedule.

Mail

Bulk mail is less expensive than first class postage, but consider that it is also slower and less reliable. If time isn't crucial and you don't have a mailing list, bulk mail may be the better alternative. There are two costs to figure for recruiting by mail: the cost of postage and the cost of the materials you mail.

Mailing Lists

Getting and keeping a good mailing list isn't easy. Some social service agencies will give out lists of their clients. Others may let the library include recruitment materials in their mailings to clients.

Newspaper Advertising

If direct mailing is too expensive, consider newspaper advertising as an alternative. You can buy a good-sized ad in a large paper for about two hundred dollars. This may be a less expensive alternative to printing and mailing brochures.

Don't overlook the small community newspaper. Many serve ethnic groups who make up your target population, and many sell ads that are fairly inexpensive. Some give free space for public relations releases.

News Releases

A story about a special service will attract some new library users. But since the publishers will use these releases only when they have available space, make sure you write the releases so they don't go out of date.

Develop human interest stories and special features as well as announcements and straight news stories.

You should have a close working relationship with your local newspaper, and they should expect regular releases from the library. Prepare your material and hand carry it to your local newspaper.

Develop feature stories, preferably with pictures, showing and telling about real people using the library. To reach the

disadvantaged, these should carry captions that deal with the everyday concerns of people: for example,

> *John Smith Studies for his GED Test in the Library; Mother Learns about Health Service through a Call to the Public Library; or Mary Jones Learns How to Sew from Materials at the Public Library.*

Other Publications

Most communities have other kinds of publications that are designed for special groups—bulletins, newsletters, company magazines, and others—that might be good ways to reach certain audiences. Businesses, industries, churches, schools, and social services agencies are all possible publishers of small newsletters, and may be willing to give the library free space in their publications.

Telephone

Many disadvantaged people do have telephones. You will need a special list and a system for calling. To make your efforts most effective, recruit and train a person who is known by or representative of the target group. Voices, intonations, and dialects differ, especially among the various target populations, and these are important in recruiting.

It really isn't practical to telephone unless some previous contact has been made. A telephone call could be the follow-up to a mailed brochure or letter. The follow-up may help convince the individual that you are concerned and interested.

Radio

Spot radio announcements on small stations can be very effective, particularly those that serve ethnic groups. Radio stations that specialize in one kind of music—soul, country, rock, religious, or easy-listening, for example—generally serve a special target group. Get to know the station manager, and find out how and when the station will accept a spot from you.

Radio Jingles

Radio is an important medium to several disadvantaged groups. You may be able to obtain the music and the message free. Look for amateur or professional groups in your community who might help you develop 30 or 60 second jingles to promote your service. Develop the music and the message to attract the group you are trying to reach. Try to request from the radio station a specific number of plays for your spot on a planned schedule.

Television

Television stations, like radio stations, provide public service announcements. Your library qualifies for these services. Get to know your television station manager and his requirements for broadcast presentation. You can prepare simply worded flip cards that tell about your library services. Again, select content in terms of its appeal to your target group.

Special occasions such as National Public Library Week or the beginning of a new service may provide opportunities for the library staff members to appear on local TV talk shows.

ETV

Educational television offers considerable potential to libraries. Learn about their production schedules. You may be able to provide complementary and reference materials to enhance ETV productions and to capitalize on your relationship for library recruitment and promotion. Your interest and service to the ETV effort may yield special library-related productions in ethnic heritage, community problem solving, and human relations. Get the library on the screen and link it to the problems and resources of the community. Your ideas and resources can be valuable to the TV producer.

Cable TV

Cable television is also required to provide public service programming. Become acquainted with the manager of your local cable TV delivery system. He will be interested in quality production and your library can serve as his ally in providing for his information needs and those of local producers.

Many cable TV systems have channels reserved for public announcements. Some cablecast local news programs. Learn about the possibilities for library recruiting from the manager of your cable TV system.

Film

Modern 16 mm film equipment is easy to get and use. One staff member could be assigned to write and produce a 16 mm film about the public library and its services. The film could be made available to service groups and employers to encourage them to assist in the recruitment of their clients and employees.

To recruit the disadvantaged, the film should stress the benefits of the library for solving problems and continuing one's education. It should stay away from stressing the library as a "cultural" institution for the educated.

Perhaps novice filmmakers and video producers in community school classes,

	vocational schools, theatre, or TV production might be able to produce your film. And 16 mm film can be used on TV.
Special Exhibits	Special exhibits of adult work will attract attention. They will be more effective in recruiting the disadvantaged if they portray the culture of the particular group you are trying to reach.
Public Vehicles	Get permission to advertise—for free—information about library programs and services in and on local buses and in bus stations. Your bookmobile and auto can serve as roving recruiters.
Posters	Posters for recruiting and special program announcements can also be effective. Inexpensive materials can be used with eye-appealing designs. A good graphics book will give you plenty of ideas. Perhaps an adult art class meeting in the library or the community school could provide posters. They should be eye-catching and easy to read or understand, and they should be placed where they will be seen by the people you are trying to reach.
Billboards	When billboard space is not booked up, outdoor advertising companies will sometimes put up public service billboards free of charge. Take an idea for your billboard to the local outdoor advertising company. Banks sometimes provide free public service space, too.
Personal Contact	Personal contact is the most effective method of reaching and recruiting the disadvantaged. Without it, none of the other methods are likely to work. (But those other methods are necessary, too, to reinforce and legitimatize the personal contact methods of recruiting. Neither will work alone.) Having library staff members make the contacts would be very effective, but may be too expensive in money and staff time for most libraries. Assess your community to determine what agencies already have personal contact with disadvantaged adults. Start with the health department, adult education, cooperative extension agents, and community action programs. You need to meet the agents personally and sell them on your services. In most cases, they need orientation to the library themselves. They will probably not know about the range of your services and materials and how those services and materials could be used to help the disadvantaged.

	Try to employ as recruiters people who are known and trusted in the disadvantaged community. People tend to trust more readily someone who comes from the same background. Sometimes it is wise to recruit in teams.		recruiting and serving undereducated adults. Libraries in AAEC projects have recruited adult clients through ABE by • meeting adult classes and individual students personally and describing the library's services and materials • conducting tours of the library for adult classes • providing collections in adult classes based on identified individual needs • sending a bookmobile to the class site with specially selected materials • selecting materials for adult education classes, learning centers, and rotating collections • posting library recruitment materials in adult education meeting places • conducting book talks for ABE classes
Volunteers	Volunteers can be effective recruiters, but their success depends on training. This training can be costly, but it is essential, not only as a guarantee of success but as an ethical responsibility to the people being recruited. Both pre-service and in-service training for recruiters is necessary. Training costs might be reduced by capitalizing on similar in-service training being conducted by other agencies in your community or state. Find out about the in-service training activities of your state department of adult education, health department, social security—whatever agencies in your area might be conducting training on working with disadvantaged people.		
Adult Education Classes and Learning Centers	State departments of education, local school boards, the YMCA and YWCA, and business and industry all conduct adult education classes. Adult education classes are good places to start		

	• sponsoring speakers bureaus for ABE classes • appearing on local TV and radio programs with ABE staff members • co-producing with ABE recruitment folders to be placed in supermarkets and laundromats • working with ABE to train volunteers in door-to-door recruiting in disadvantaged neighborhoods • encouraging ABE students who were library users to recruit people they know to ABE and library services Cooperation with adult education programs can link the library to the disadvantaged adults in the community. People who have a good experience tell their friends, family, and neighbors about it. Word of mouth is still the most effective way of advertising.		information and referral services, and to actively recruit. Ask the head of the agency first: they may even allow a receptionist or other agency staff member to help you. Start at the waiting rooms of hospitals, employment agencies, and welfare offices. Think of all the places in your community where disadvantaged adults must spend time *waiting*. List all the places in your community where you think disadvantaged adults gather—from shopping centers to churches to county fairs—and take your recruitment efforts there.
Placing Materials Collections	Places where disadvantaged adults are forced to wait for services are good spots to leave recruitment materials and deposit collections, to provide sample	**Bookmobile**	The bookmobile can be a recruiting advertisement on wheels, offering people services where they are and acquainting them with the information and continuing education possible through the library. A loud speaker for playing music is expensive but it does draw people to the bookmobile. Adding stops, rearranging the bookmobile schedule to serve disadvantaged neighborhoods, and knocking on doors to invite people to the bookmobile will recruit new users.

	Bookmobile schedules and information about the library can be printed on bookmarks or brochures and distributed from the bookmobile. If you show films from the bookmobile, develop a short film that explains library services to show before the movie.
Housing Developments	Low income housing developments are easy to hit targets for your recruitment campaign. Knock on doors, leave brochures in the laundry room, and add bookmobile stops and rotating collections. Often, the library will be given space, a room for deposit collections just for the asking.
Schools	Children and youth from the local schools often visit the public library on tours. Careful planning and preparation for these visits provides an opportunity to recruit both the children and their parents to the library. Try developing a special brochure for children to take home to their parents, telling what the library has for both children and adults. Plan an open house for the children and their parents. Serve coffee and a snack, and provide babysitting to free the parents to listen and learn about your services. Attention to details will make the initial exposure to the library a positive one.
Speakers Pools	Many social organizations have persons who speak periodically in community service activities. They can be encouraged to identify the public library as a community source of information in their talks. Or a library staff member could make the rounds, speaking to meetings of community groups to raise their consciousness of what the library can do for them in their work and for the disadvantaged people they come in contact with. Contact all the people in your community who might be willing to assist you in recruiting the disadvantaged. In the process, you'll be getting new visibility and support for the library.
Advisory Committees	Advisory committees can be a big help in recruiting and serving the disadvantaged. Ask the community council to help you develop a recruiting campaign. They may have good ideas for the content of recruitment messages and for places to put them. Join community councils that already exist, and interrelate your services with those of other agencies. Create your own advisory council. Listen to them and ask for their help in recruitment.

RECRUITING DISADVANTAGED ADULTS: SOME SUGGESTIONS FOR INTERAGENCY COOPERATION

Who Can Help?

A public library cannot mount a successful recruitment campaign alone. Help is needed from every possible resource in the community.

The I&R File

If your library already has an I&R service, review the agencies and organizations listed in terms of their potential to help in a public library recruitment campaign.

If the library has no referral service, consider developing one. I&R is perhaps the most important service a public library can offer its community's disadvantaged adults, who lack the resources or the information to attack their problems. And developing an effective and useful service is the best recruiting method of all.

Canvass Agencies

Canvass agencies to determine how each organization and the library can work together to more effectively recruit and serve the disadvantaged people in their service area. Find out:

Name

- the proper name of the agency, institution, or group, and the descriptives (such as "food stamp office" which disadvantaged people might use in referring to the organization).

Services	• their services, who qualifies for them, and how to get them
Recruitment	• how clients are recruited
Linkages	• if services are or have ever been linked with the library
	• how they could be linked now
The Boss	• who makes agency decisions
Recruiters	• who does the recruiting, and to whom the recruiter is responsible
Delivery	• who delivers services to the disadvantaged, and to whom they are responsible
Chain of Command	The head librarian should personally make or sanction the initial contact with the agency and request cooperation in recruitment. The library person responsible for recruitment should become personally acquainted with the appropriate agency representative. Cooperation in recruitment must be carefully planned for mutual benefit and for the greatest benefit to the clients. Plans should be reported and interpreted to the respective bosses.

The Possibilities

The following pages suggest some of the ways the public library might work with each of several agencies and organizations in developing cooperative recruitment efforts. Agencies and institutions vary from one community to another, so the list below is far from all inclusive. But it does serve to illustrate some of the possibilities of interagency cooperation in recruiting and servjng disadvantaged adults.

Agency or Organization	**Possible Links with Library Recruitment**
Social Security	Ask social security personnel to encourage their clients to seek information from the library for solving problems, continuing education, and enrichment. Suggest that social security offices house a collection of low readability materials and library recruitment materials in their waiting areas.
Welfare	Encourage case workers to refer their clients to the library as a source of information for self-education and problem-solving, and to deliver library materials related to client problems and to recruitment. Ask if you can actively recruit disadvantaged clients in the agencies waiting areas.

Agency or Organization	Possible Links with Library Recruitment
Veterans Administration	Ask VA representatives to (1) refer veterans to the library as a source of information on job and educational opportunities; (2) distribute library recruitment materials; (3) furnish the library with the names and addresses of newly-discharged veterans to whom the library could mail recruitment materials. Offer, in turn, to house VA materials and to refer clients to the VA office when appropriate.
Vocational Rehabilitation	Arrange to (1) work with vocational rehab personnel to learn more about the needs of their clients; (2) develop services and collections to serve those clients; and (3) advertise what the library has to offer in recruitment messages.
Post Office	Ask for bulk rate for mailing recruitment materials, and ask postal workers if they know of potential new library users in the community.
Military	Librarians can serve military personnel through informational materials and collections of high school preparational materials. Recruiting officers should know about the library's services and materials, and should encourage enlistees and those who fail enlistment to use the library for education, information, and enrichment.
Neighborhood Youth Corps	Link with NYC officials to help promote the library as a special service. Introduce collections of materials for youth at their work sites and arrange for special library tours and orientations for them.
National and State Parks	Select and deliver special library materials relating to the park's educational and recreational programs, including library recruitment materials.
Immigration and Naturalization Services	Ask if these offices could aid the library by identifying immigrants in the community who need special information and materials, and by helping in recruiting this special group to the library.
Hospitals	Hospital patients are a captive audience for library recruitment, and for winning new users by demonstrating materials, reader guidance, and information services during their hospital stay.
Federal and State Commissions	Most special commissions (e.g., Human Relations Commission, Commission on Aging) have outreach services in direct contact with potential clients. Suggest

Agency or Organization	Possible Links with Library Recruitment
	that outreach personnel deliver library recruitment materials and materials related to the commission's area of concern.
Correctional Institutions	Persons detained in correctional institutions have information needs concerned with legal and civil rights. Providing special collections, reader guidance, and where necessary, low readability materials will bring new users to the library upon their release.
Comprehensive Employment Training Act State Sponsors	Libraries can link with CETA's job training programs by developing special supportive collections and services and by encouraging program officials to help recruit program participants to the library.
State Employment Services	Ask employment offices (1) to refer persons needing information on jobs, job training, and world-of-work orientations to meet these needs; and (2) to house recruitment materials and deposit collections in their waiting areas.
State Parole Commissions	Suggest that parole officers encourage library use as a way for parolees to continue and supplement their education, and to get information for

Agency or Organization	Possible Links with Library Recruitment
	solving problems. Library use might even become a condition of parole.
State Dept. of Agriculture and Consumerism	State agencies can link problem-solving services with library services on a continuing basis. Since many state department services are delivered in homes and in small groups, hand-delivered library recruitment materials and materials linked to the agencies' services could be included in the deliveries.
Health Services	Approach local health agencies, visiting nurses, home health aides, mental health centers, and county health centers about the possibilities of placing recruitment materials and health-related library materials in their facilities, and about coordinating materials delivery for solving client problems.
Social Service Groups	Social service groups, YMCA, YWCA, community centers, and teen clubs, can publicize special collections and services, recruit to library services, provide mailing lists, host library programs, deposit collections, recruitment posters and materials and displays, and coordinate for the delivery of materials to clients.

Agency or Organization	Possible Links with Library Recruitment
Church Groups	Call upon church groups, family circles, youth clubs, interfaith councils, ministerial associations, and Church Women United to ask for volunteers to assist in door to door recruiting in disadvantaged neighborhoods. Ministers in these neighborhoods are often strong library allies.
Ethnic Organizations	Organizations such as American Civil Liberties Union, Urban League, labor unions, and NAACP can provide a special link with the target population. Acquire special materials and develop special services to meet the needs of the target audience, and advertise those materials and services through cooperative efforts with local ethnic organizations. These groups may also have mailing lists the library can use.
Service Clubs	Service clubs such as Kiwanis, Lions, Rotary, Altrusa, AAUW, Woman's Club, Junior League, and Daughters of the American Revolution can be helpful in recruiting door to door in disadvantaged neighborhoods, in doing promotion and gaining community support for the library. Plan your cooperative recruitment efforts well in advance, however, to fit into the club's calendar, and arrange to screen and train volunteers carefully in ways of working with the disadvantaged. Perhaps recruiting for the library could be a requirement for membership through community service. Club newsletters and meetings can also be formats for soliciting support and help in the library's recruitment and service efforts.
Farm Groups	Farm groups, the Grange, farmers unions, cooperatives, Agriculture Extension Services, Soil Conservation Service, Land Grant university services, 4-H clubs, Future Farmers of America, and county fair planning committees, can help the library reach their members. Library recruitment materials can be delivered by home agents in rural areas or at meetings of farm organizations through cooperation with these groups. Collections of farm and rural-area information will bring new users to the library. Farm publications may be anxious to use library news releases, and may be willing to share their mailing lists.
Community Professional Organizations	Community professionals, such as doctors, lawyers, and professional women's groups, can be encouraged

Agency or Organization	Possible Links with Library Recruitment
	to refer clients needing information and services to the public library, and to house collections of library materials and recruitment posters and materials in their offices. Doctors' offices are particularly good places to leave recruitment materials and deposit collections.
Organizations For Community Development	Volunteers recruited through Business and industry, Chamber of Commerce, Junior Chamber of Commerce and other community organizations can help in recruiting disadvantaged adults to public library services. Chambers of commerce can also be helpful in mounting a community-wide recruitment and promotional campaign.
Private Organizations	Private schools and colleges, training schools, foundations, and other private institutions are willing and anxious to cooperate with public libraries in recruiting and in other ways, particularly when shown how the library can also support their organizational goals.
Educational Agencies	Linkage between the public library and the public schools, community colleges, universities, parochial schools, vocational and technical schools, special education

Agency or Organization	Possible Links with Library Recruitment
	schools, and adult education programs, should be a fact. Close cooperation between the public library board and the school board, and between the head librarian and the school superintendent should be developed, for recruiting clients to continuing education and for improving and coordinating other services as well.
Other Possibilities	Some other possible sources of cooperation in recruiting disadvantaged adults to public library services are: community councils, the PTA, community action organizations, Alcoholics Anonymous, newspapers, television stations, radio stations, and citizens organizations.

SUMMARY

Recruiting the disadvantaged will be neither easy or cheap. It will require an important part of the library budget, and untiring efforts on the part of the library staff. It will require both personal contact and media contact, as well as the cooperation of other community agencies and institutions serving the disadvantaged. It may take some time to get your message across but if you keep repeating it, in different ways, it will be heard.

The important thing then is to be sure the library is ready for the recruit. No matter how much time, money, and effort you have spent in recruiting, if the new user gets turned off to the library on the first contact, your efforts are wasted. The entire library staff, particularly those on the bookmobile, at the front desk, and those who answer the phone, must be sensitive to the attitudes and problems of the disadvantaged adults you are trying to recruit. All the staff members should be involved in planning and training for expanding the library's services to disadvantaged adults.

SUGGESTED READINGS

The following readings are suggested for those interested in getting more ideas and information for recruiting the disadvantaged. The selections are divided into four categories: (1) recruiting in ABE, (2) recruiting the disadvantaged, (3) attention-getters, and (4) public relations and publicity.

Recruiting in ABE

Adult basic education programs across the country have devoted considerable thought and experimentation to the problems of reaching, recruiting, and retaining their target audience: undereducated adults. Librarians facing this same problem might find information in some of the following materials useful to their recruitment efforts.

Griffin, Bobbie. *Training and Use of Volunteer Recruiters in Adult Basic Education Programs: Alabama Module Final Report, 1970-71.* Morehead, Kentucky: Morehead State University, Appalachian Adult Education Center, 1971.

Kreitlow, Burton W. *Recruiting Adult Education Students: An Individualized Teacher Education Module.* Tallahassee, Florida: State Department of Education, 1973.

Leppert, Alice M. *Guidelines for ABE Volunteers.* Church Women United, Room 812, 475 Riverside Drive, New York, NY 10027. ERIC No. ED 048-575.

Sandrock, Ruth Ann, ed. *A Handbook for Recruiting: Adult Basic Education.* Department of Adult Education, State of Iowa.

Snyder, Robert E. *Recruitment in Adult Basic Education: Research and Practice.* Tallahassee, Florida: Research Information Processing Center, Department of Adult Education, Florida State University, October 1971.

Volland, Virgil A., and Trent, Curtise, eds. *Recruiting Students for Adult Education Programs.* Kansas State University, May 1969. ERIC No. ED 034-112.

Youse, Clifford F. "Promotion and Recruitment of Part-time Students." *Adult Leadership,* Volume 21, Number 8.

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Recruiting the Disadvantaged

The following materials offer information to those concerned with recruiting disadvantaged adults from the various sub-groups.

Urban Blacks

Adult Armchair Education Program. *The Importance of Recruitment: Book 1; Building Recruitment Resources: Book 2; Recruiting the Recruiter: Book 3; Recruiter Training: Book 4; Planning a Recruitment Program: Book 5.* Philadelphia, Pennsylvania: Adult Armchair Education Program, Opportunities Industrialization Center, 1404 Ridge Avenue.

Spanish-speaking

Avina, Lobo, and McDougall, *Recruiting in Action,* Manual, slides, and tapes. San Antonio, Texas: Bexar County School Board, 1972.

Handicapped

Boelke, Joanne, comp. *Library Service to the Visually and Physically Handicapped, A Bibliography.* Bibliography Series, No. 4. Minneapolis: ERIC Clearinghouse for Library and Information Sciences, October 1969. ERIC No. ED 031-615.

Handicapped

Casey, Genevieve M. "Library Service to the Handicapped and Institutionalized." *Library Trends* 20, October 1971, p. 350.

Indian

Cunningham, William D. "The Changing Environment and Changing Institution: Indian Project of the Northeast Kansas Library System," *Library Trends* 20, October 1971, p. 376.

Appalachian	Eyster, George. "Recruitment Data and Analysis," *Appalachian Adult Education Center Annual Report, 1970.* Morehead, Kentucky: Morehead State University, 1970.
Rural	Frank, Boris. *Rural Family Development: Annual Report, 1970.* Madison, Wisconsin: University Extension, University of Wisconsin, 1971.
Spanish-speaking	Havo, Robert P. "Bi-cultural and Bilingual Americans: A need for Understanding." *Library Trends* 20, October 1971, p. 268.
Disadvantaged	Hiatt, Peter, and Drennan, Henry. *Public Library Services for the Functionally Illiterate: A Survey of Practice.* Chicago: American Library Association, 1967. ERIC No. ED 025-266.
New Readers	Lyman, Helen Huguenor. *Library Materials in Service to the Adult New Reader.* Chicago: American Library Association, 1973.
Spanish-speaking	McDougall, Barbara. *Establishment of a Homebound Instucation Program: Operation Armchair.* San Antonio, Texas: Bexar County School Board, 1972.
Migrant Workers	*NEARAD Final Reports.* Washington, DC: U.S. Office of Education, Bureau of Adult, Vocational, and Technical Education.
	Orr, Thelma. *Adult Basic Education Home Study Research Program: Georgia State Module Final Report, 1970-71.* Morehead, Kentucky: Morehead State University, Appalachian Adult Education Center, 1971.
Rural	*Adult Basic Education Recruitment Research Program: Georgia State Module Final Report, 1969-70.* Morehead, Kentucky: Morehead State University, Appalachian Adult Education Center, 1970.
Spanish-speaking	Peck F. Taylor. *Language and Area Studies Programs and the Participation of Spanish and Portugese Speaking Minorities in American Society.* Report of a meeting in Miami, May 1-3, 1969, Washington, DC: Library of Congress, Hispanic Foundation, Office of Education, Institute of International Studies, October 1969. ERIC No. ED 036-599.

Appalachian

Photiadis, John, and Schwarzweller, Harry. *Change in Rural Appalachia: Implications for Action Programs.* Philadelphia: University of Pennsylvania Press, 1970.

Urban Blacks

Report on Service to the Disadvantaged Program at Lexington Public Library. Frankfort, Kentucky: Department of Libraries, September 1971.

Migrant Workers

Williams, Martha. "Library Project for Migrant Workers," *New Jersey Libraries,* February 1974.

Attention-Getters

The following offer suggestions for attention-getting posters, bulletin boards, displays, and exhibits to aid in recruitment.

Coplan, Kate. *Effective Library Exhibits: How to Prepare and Promote Good Displays.* Dobbs Ferry, NY: Oceana Publications, 1974.

Guide to Better Bulletin Boards. Dobbs Ferry, NY: Oceana Publications, 1970.

Poster Ideas and Bulletin Board Techniques for Libraries and Schools. Dobbs Ferry, NY: Oceana Publications, 1962.

Public Relations and Publicity

Garvey, Mona. *Library Displays: Their Purpose, Construction and Use.* H.W. Wilson, 1969.

Developing good public relations and a general publicity campaign will contribute to your recruitment of disadvantaged adults. The following materials offer ideas and information on the library in the community, public relations, and publicity.

Angoff, Allan, ed. *Public Relations for Libraries: Essays in Communications Techniques.* Contributions in Librarianship and Information Science, No. 5. Greenwood, 1973. ISBN 0-9371-6060-X LC 72-776.

Bernays, Edward L. *Public Relations.* University of Oklahoma Press, 1970.

Bundy, Mary Lee and Goodstein, Sylvia, eds. *The Library's Public Revisited.* School of Library and Information Services, University of Maryland, 1967.

Coplan, Kate and Costagna, Edwin, comps. and eds. *The Library Reaches Out; Reports on Library Service and Community Relations by Some Leading American Librarians.* Dobbs Ferry, NY: Oceana, 1965.

Federal Regulations Committee of the Maryland Library Association. *Grassroots Handbook: Citizen Action for Library Support.* Baltimore, Maryland, 1974.

Glazer, Frederick. "Selling the Library." *Library Journal,* June 1, 1974.

Hoehn, Thomas. *Public Relations Ideas for Your Library.* Galesburg, Illinois: Galesburg Senior High School, 1974.

Jacobs, Herbert. *Practical Publicity.* New York: McGraw-Hill, 1964.

Lesly, Philip. *Public Relations Handbook.* 2nd ed. Englewood Cliffs, NJ, Prentice-Hall, 1962.

"Listening and Talking to Your Public." *Wisconsin Library Bulletin* 67:66-100. March, 1971.

"Public Relations and the Library." *Wilson Library Bulletin* 42:257, November 1967.

Public Relations Reporter. Chicago, Public Relations Office, American Library Association. Monthly. Available by subscription only.

Regular files of library periodicals, such as: *ALA Bulletin, College and Research Libraries, Library Journal, Library Quarterly, Library Trends, and Wilson Library Bulletin.*

Subject heading "Publicity" in volumes of *Library Literature, Readers' Guide.*

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LIBRARY SERVICE GUIDES

1. Materials Selection for Disadvantaged Adults
2. Assessing Community Information and Service Needs
3. Using Pamphlets with Disadvantaged Adults
4. Deposit Collections of Special Materials for Disadvantaged Adults
5. Utilizing Volunteers in Expanding Library Services to Disadvantaged Adults
6. Books By Mail Services: Moving the Library to Disadvantaged Adults
7. Evening and Weekend Library Services for Disadvantaged Adults
8. The Library as a Community Information and Referral Center
9. Planning the Expansion of Library Services to Disadvantaged Adults
10. Working with Library Trustees to Expand Library Services to Disadvantaged Adults
11. Reader Guidance Services for Disadvantaged Adults
12. The Recruitment of Disadvantaged Adults: Effective Publicity
13. Conducting Tours to the Library for Groups of Disadvantaged Adults
14. ABE—What Is It?
15. The Relationship of Disadvantagement to Library Services
16. In-service Training of Personnel to Serve Disadvantaged Adults
17. Adult Education in the Library: ABE, GED, CLEP, and the Open University
18. Book Talks: Encouraging Library Materials Usage by Disadvantaged Adults
19. Techniques for Teachers: Teaching the Application of Basic Skills to Everyday Life Problems
20. Displaying Materials for Disadvantaged Adults
21. Bookmobile Services: Moving the Library to Disadvantaged Adults
22. Expanding Library Services to the Elderly
23. Using Audiovisuals With Disadvantaged Adults
24. Expanding Library Services to the Institutionalized
25. Interagency Cooperation: The Public Library and Agencies that Serve Disadvantaged Adults
26. Adjusting School Libraries for Use by Disadvantaged Adults
27. Speakers Bureaus for Disadvantaged Adults
28. Maintaining Separate Collections of Library Materials for Disadvantaged Adults
29. Client Participation in Expanding Library Services to Disadvantaged Adults
30. The Role of the College Library in the Education of Disadvantaged Adults
31. Public Library Services to Young Disadvantaged Adults
32. Working with Elected Officials to Expand Library Services to Disadvantaged Adults

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